INSTRUCTORS

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Office Hours: October 16, 11:30-12:30 pm  
or by appointment  
Class time: Friday October 12, 8:45 – 2:45

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Office Location: 357 Drake Centre  
Office Hours: October 13, 2:45–3:45 pm  
or by appointment.  
Class time: Saturday October 13, 8:45 – 2:45

Name: Subramanian Sivaramakrishnan  
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Office Location: 316 Drake Centre  
Office Hours: October 17, 3-5 pm  
or by appointment  
Class time: Sunday October 14, 8:45 – 2:45

COURSE DESCRIPTION

This course is designed to introduce you to three contemporary business themes that prevail in the marketplace, and accordingly, in the MBA curriculum:

- The Entrepreneurship and Innovation theme focuses on understanding value creation and recreation through starting a company or innovating in an existing organization. Key priorities center on the nature of creative, innovative, and entrepreneurial perspectives and behaviours.

- The Sustainability theme approaches business from a triple bottom line perspective of People, Planet, and Profit. Sustainable development recognizes the interconnectedness of economic prosperity, environmental integrity, and social equity, and seeks to balance multiple forms of well-being (e.g., financial, ecological, and social) for multiple stakeholders (e.g., owners, employees, customers, suppliers, partners, government, society, and future generations).

- The International & Emerging Markets theme focuses on a mindset and set of skills relevant to the operation of business in international and emerging markets that reflect various levels of economic and social development. It addresses the identification of opportunities, risks, the potential for growth, and the management of challenges as businesses evolve in the developing and developed regions of the world.

As you will be aware, many MBA elective courses are a combination of area (e.g., finance, marketing, leadership & organizations, supply chain) with one or more of the above themes, leading to themed courses such as International Finance, Marketing Innovation, and Sustainable Lean Management, to
name a few. The intention of such cross-pollinating courses is that the areas will give you the knowledge needed to perform your job in the workplace while the themes provide the orientation and outlook required to succeed in today’s business environment. As a result of this combination, we hope that our students will gain an advantage in the employment market by being having both the knowledge and themed mindsets that businesses expect. In addition, cross-pollinating courses give MBA students the flexibility to get area concentrations, theme concentrations, or a combination of the two.

In this course, we intend to introduce you to the three themes so that you are not only able to develop an appreciation for these widespread business themes but also make an informed choice of elective courses.

**COURSE OBJECTIVES**

This course is designed with the following objectives in mind:

2. Introduce you to some common terminology and concepts in each of the above areas.
3. Give you experience in coming up with a business proposal that incorporates all three themes, and make a compelling presentation of it.
4. Develop your presentation skills by having you present your business proposal to the class.

**COURSE MATERIALS**

1. Entrepreneurship & Innovation:

   Thornhill, Stewart Ten Dirty Little Secrets of Successful Entrepreneurs, Ivey Business Journal, 11/01/1012. **Students are required to read this article prior to the class on October 13 and bring the article to class for discussion.**

   Students are each expected to bring into class an innovative idea that:
   
   a. has the potential to be turned into a profitable venture,
   b. is scalable and sustainable, and
   c. could have global implications (that is, has the potential to add value in many countries).

2. Sustainability: The lectures and class discussions for these classes will draw from and build upon a reading (available on UM Learn), which will also serve as helpful reference material when students prepare their final projects.

3. International & Emerging Markets: The class discussions will introduce you to some international business concepts and factors to consider when going international. Please come to class with an Internet-enabled mobile device (don’t go out and buy one if you don’t have any).
AACSB Assurance of Learning Goals and Objectives.

The Asper School of Business is proudly accredited by AACSB. Accreditation requires a process of continuous improvement for the School and our students. Part of “student improvement” is ensuring that students graduate with the knowledge and skills they need to succeed in their careers. To do so, the Asper School has set the learning goals and objectives listed below for the MBA Program. The checked goal(s) and objective(s) will be addressed in this course and done so by means of the items listed next to the checkmark.

<table>
<thead>
<tr>
<th>Goals and Objectives in the MBA Program</th>
<th>Goals and Objectives Addressed in this Course</th>
<th>Course Item(s) Relevant to these Goals and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Strategic Thinking</strong> Students will think critically and creatively about solutions to organizational problems, considering short-term and long-term goals, resources, risks, and opportunities.</td>
<td></td>
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</tr>
<tr>
<td>A. Students are able to identify situations where strategic thinking is necessary.</td>
<td>✓</td>
<td>Throughout all three modules</td>
</tr>
<tr>
<td>B. Students are able to identify different strategies.</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>C. Students are able to perform a basic strategic analysis.</td>
<td>✓</td>
<td>E&amp;I module</td>
</tr>
<tr>
<td>D. Students are able to recommend strategic alternatives and their implementations.</td>
<td></td>
<td></td>
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<tr>
<td><strong>2 Global Perspective</strong> Students will adopt a global mindset in considering organizational decisions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Students have an awareness of global diversity, and multicultural awareness.</td>
<td>✓</td>
<td>I&amp;EM module</td>
</tr>
<tr>
<td>B. Students have an awareness of different global perspectives.</td>
<td>✓</td>
<td>E&amp;I and I&amp;EM modules</td>
</tr>
<tr>
<td>C. Students have been exposed to global business environments through course materials</td>
<td></td>
<td></td>
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<tr>
<td><strong>3 Ethical Mindset</strong> Students will consider ethical and moral issues when analyzing and recommending solutions to organizational problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Students demonstrate an understanding of the responsibility of business in society.</td>
<td>✓</td>
<td>E&amp;I and Sustainability modules</td>
</tr>
<tr>
<td>B. Students demonstrate an understanding of ethical decision making.</td>
<td>✓</td>
<td>Throughout all three modules</td>
</tr>
<tr>
<td>C. Students demonstrate moral development in ethical decision making.</td>
<td>✓</td>
<td>Sustainability module</td>
</tr>
<tr>
<td>D. Students demonstrate an understanding of the responsibilities of a leader’s role as it relates to ethics.</td>
<td>✓</td>
<td>Sustainability module</td>
</tr>
<tr>
<td><strong>4 Quantitative and Financial Proficiency</strong> Students will demonstrate the ability to approach organizational issues using quantitative and financial analysis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Students are able to identify that a problem containing a quantitative aspect exists.</td>
<td>✓</td>
<td>E &amp; I module</td>
</tr>
<tr>
<td>B. Students are able to apply financial methodologies in the answering of business questions.</td>
<td>✓</td>
<td>E &amp; I module</td>
</tr>
<tr>
<td>C. Students are able to demonstrate a basic financial proficiency in understanding the role and flow of money in an organization.</td>
<td>✓</td>
<td>E &amp; I module</td>
</tr>
<tr>
<td>D. Students are able to interpret the results of a financial analysis.</td>
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</table>
COURSE ASSESSMENT

There will be three components to the grading:

Business Proposal (group work; due November 16; see Appendix) - 55 % **
Presentation of your Proposal (group work; on November 23, 6:15 – 9:30 pm, 106 Drake)
  - Group mark (based on overall presentation/content) - 25 %
  - Individual mark (based on individuals’ presentation and Q&A) - 10 %
Class Participation - 10 %

** End-of-Term Peer Evaluation: Although the Business Proposal is group work, each member’s grade will be adjusted to reflect individual contribution through a confidential peer evaluation at the end of the course. Make sure you are a team player throughout.

Final grades will be assigned as follows:

<table>
<thead>
<tr>
<th>Cumulative Marks</th>
<th>Grade</th>
<th>GPA</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>92-100</td>
<td>A+</td>
<td>4.5</td>
<td>Excellent</td>
</tr>
<tr>
<td>87-91</td>
<td>A</td>
<td>4.0</td>
<td>Very Good</td>
</tr>
<tr>
<td>80-86</td>
<td>B+</td>
<td>3.5</td>
<td>Good</td>
</tr>
<tr>
<td>75-79</td>
<td>B</td>
<td>3.0</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>70-74</td>
<td>C+</td>
<td>2.5</td>
<td>Marginal</td>
</tr>
<tr>
<td>65-69</td>
<td>C</td>
<td>2.0</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>60-64</td>
<td>D</td>
<td>1.0</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>Below 60</td>
<td>F</td>
<td>0.0</td>
<td>Unsatisfactory</td>
</tr>
</tbody>
</table>

NOTE: Class attendance is required. Missing more than 20% of this course due to absences (includes arriving late or leaving early) may result in a failing grade. It is your responsibility to inform your professor in advance of your absence (supporting documentation such as a medical note or letter from employer if away for a work commitment will be required). The professor decides how to deal with the impact of missed classes on your final grade.
COURSE SCHEDULE
(classes are in Rm 106 Drake and lunches in the ‘Fish Bowl’)

Friday, October 12, 8:45 am to 2:45pm (1 hour break for lunch)

- General introduction
- Need for sustainable business
- A typology of sustainable organizing
- A “how to” process model
- Sustainability in practice (possible guest speaker)

Saturday, October 13, 8:45 am to 2:45pm (45 minute break for lunch)

- Entrepreneurship: What it was, what it is, and what it is becoming
- Idea versus Solution
- Key aspects of Market Validation
- Business Proposal Basics
- How do you finance your idea?

Sunday, October 14, 8:45 am to 2:45pm (1 hour break for lunch)

- Going international—its importance, myths, and realities
- What is Globalization?
- Degrees of going international, Mode of Entry
- The Standardization vs. Adaptation Dilemma
- Emerging Markets
- Guest Speaker (Mr. Rob Sorba, VP, Argus Controls and Conviron)

Friday, November 16 - Due date to upload Business Proposal to UM Learn Dropbox

Friday, November 23 - Presentations from 6.15-9.30 pm in 106 Drake (all group members must present and stay for all presentations)

Note: Lunch will be provided by the MBA Program on all three days. If you have any dietary restrictions, please inform Silvia Panameno (Silvia.Panameno@umanitoba.ca) latest by October 5th.
ACADEMIC REGULATIONS AND STUDENT SERVICES

HUMAN ETHICS APPROVAL FOR DATA COLLECTION

As part of coursework, if you will be collecting data from people who are not students in this class, you must obtain Human Ethics approval from the UofM’s Research Ethics Board (REB) prior to data collection. This applies to data collection such as surveys, interviews, focus groups, experiments, video recording, etc., where a respondent is solicited for participation.

If the entire class will be working on the same project, your instructor will apply for human ethics approval from the REB. If individuals or small groups of students will be working on different projects, it is the responsibility of the students to obtain approval (only one group member needs to apply). Your instructor will tell you whether s/he will be or you need to. When in doubt, please talk to your instructor.

Instructions and forms to apply for human ethics approval can be found at:
In most cases, you will be using the "Protocol Submission Form" which is under the "REB Forms - Fort Garry Campus" heading.

It can take up to six weeks to process human ethics applications and obtain approval. Therefore, plan early. Note that approval must be obtained prior to data collection and cannot be obtained during the data collection phase or retroactively. Violation can get you, your instructor, and the Asper School in serious trouble with the REB.

If you will be collecting data only from other students in the class, you do not need REB approval. If you have any questions, please contact humanethics@umanitoba.ca or your instructor.

EXAM RESCHEDULING POLICY

Students are expected to write ALL exams with their classmates at the scheduled exam time. Requests for final exam rescheduling must be referred to the Graduate Program Office (rescheduling of midterm tests is overseen by individual instructors). Please refer to Missing a Test/Exam on page 14 of the MBA Student Handbook for further information:


UNCLAIMED ASSIGNMENT POLICY

Pursuant to the FIPPA Review Committee’s approved recommendations of August 15, 2007, all unclaimed student assignments will become the property of the faculty and will be subject to destruction six months after the completion of any given academic term.
COPYRIGHT REGULATIONS

All students are required to respect copyright as per Canada’s Copyright Act. Staff and students play a key role in the University’s copyright compliance as we balance user rights for educational purposes with the rights of content creators from around the world. The Copyright Office provides copyright resources and support for all members of the University of Manitoba community. Visit [http://umanitoba.ca/copyright](http://umanitoba.ca/copyright) for more information.

STUDENT SUPPORT RESOURCES AND ACADEMIC POLICIES

For a list of free Academic and Mental Health support services please refer to the “Student Support Resources and Academic Policies” PDF found on our website: [http://umanitoba.ca/faculties/management/programs/graduate/mba/media/Schedule-A-ROASS.pdf](http://umanitoba.ca/faculties/management/programs/graduate/mba/media/Schedule-A-ROASS.pdf)

STUDENT ACCESSIBILITY SERVICES

Students are encouraged to contact Accessibility Services at 474-6213, or the instructor, should special arrangements need to be made to meet course requirements. For further information please visit [http://umanitoba.ca/student/saa/accessibility/](http://umanitoba.ca/student/saa/accessibility/)
APPENDIX: Guidelines for Business Proposal and Presentation

a) This project is on writing a Business Proposal and also presenting it to an audience of venture capitalists. It doesn’t have to be as extensive as a Business Plan, but a fair amount of detail is expected. The primary expectation in the Proposal is that you cover all the three themes in it. That is, it should be an innovative entrepreneurship idea, should incorporate sustainability, and be international in scope.

b) Assume you are preparing this Proposal for a new venture capitalist. Therefore, your proposal needs to be realistic, implementable, and based on facts and figures (educated estimates, when facts are not available). Please contact the Management Library staff for help finding data.

c) The Business Proposal is to be uploaded to UM Learn Dropbox by 11.59 pm on November 16. Delayed submission will impact your professionalism grade. No hard copy is required.

d) Please upload the Proposal as one Word or PDF file. Please do not upload multiple files that have to be concatenated—it will lead to confusion.

e) There is no minimum page limit. Maximum page limit is 10 pages, single-spaced, all-inclusive (the document you submit must not have more than 10 pages; this includes everything; if you choose to add a cover page or appendix, those are to be counted in the 10 pages). Excess pages will be disregarded and will impact your Professionalism grade (see #5). Minimum 12-point font, 1” margin on all four sides. Grading will be based on the quality and comprehensiveness of the Proposal, not length.

f) Any material you use that is not your own, including websites, has to be cited in your Bibliography. This is included in the 10 pages.

g) In the interest of environmental sustainability, please make your Proposal single-spaced (assume everyone concerned will be printing it off).

h) Please make sure you proofread the entire Proposal before submitting it.

Here’s what is expected in the (written) Business Proposal:

1) Come up with an innovative business idea.

2) You have to address all the three themes taught in the course as part of your proposal, that is, your idea must be of an entrepreneurial nature that is sustainable and has international potential.

3) Make sure it includes the following specific aspects for each of the three themes (all three will be weighted equally while grading):
   a. Entrepreneurship & Innovation:
      i. Briefly outline the problem and your solution.
      ii. Present your market validation tools, your techniques, and interviewees. You need to undertake some market validation that demonstrates the validity of your idea.
      iii. Outline how to create/build your product and the primary operational considerations (staffing, office, equipment, distribution and logistics, etc.).
      iv. Outline how you would finance the initial 12-24 months of your business.
b. Sustainability:
   i. Describe how the business idea enhances social well-being (discuss negative, neutral, and positive externalities as appropriate).
   ii. Describe how the business idea enhances ecological well-being (discuss negative, neutral, and positive externalities as appropriate).
   iii. Discuss the relative emphasis on “value creation” versus “value capture”.
   iv. Provide a brief overview/analysis of a holistic “map/table” that situates your idea in terms of at least three levels of analysis (e.g., household, organizational, societal) and across the four dimensions of the triple-loop learning model (problem/opportunity, behaviour, worldview, structure and systems).

c. International & Emerging Markets:
   i. Your target countries/markets and your rationale for choosing them. If your plan includes developed countries only (i.e., no emerging markets), explain why.
   ii. Analysis of your competition within target country/countries. If Canada is your first country of launch and you plan to expand internationally later, analyze your competition in those other countries also. Consider competition from sources other than just competing brands (e.g., the biggest competition for coffee in a country may be tea, not another brand of coffee).
   iii. Mode of entry into foreign markets (export, licensing, franchising, JIV, direct investment, etc.) and rationale for it.
   iv. Standardization vs. Adaptation of product, price, distribution, promotion, and overall image. Rationale for it.
   v. From which country/countries you will source your materials, people, knowhow, and ideas, with rationale for why. Note that international business doesn’t refer only to selling in other countries, but also includes sourcing from them.
   vi. Long-term international growth strategy. Explain which countries you will expand to, when, and why in that chronological order of entry.

4) The entire Proposal will be read by all three instructors. However, as the content related to each theme will be graded by the respective instructor, please organize your Proposal so that it is clear as to which sections are on Entrepreneurship & Innovation, Sustainability, and International & Emerging Markets respectively (preferably in that order). Organizing by headings is highly encouraged.

5) Note that the final grade will be based on 15% for each of the three themes (total 45%), and 10% for the overall clarity/flow/professionalism of the Proposal (total = 55%).

The above list is a minimum expectation. For all three themes, you are welcome and encouraged to go beyond the above listed topics, without exceeding the page limit. Therefore, conciseness is key.
Here’s what is expected in the (in-person) Presentation:

1) The presentation is scheduled for Friday November 23, 2018 from 6.15-9.30 pm in 106 Drake. Everyone is expected to be present.

2) Your group will have 14 minutes to present uninterrupted, followed by 6 minutes of Q&A. The 14-minute time limit is a strict one. At the end of 14 minutes, an alarm will sound requiring you to stop immediately. You may wish to use a stopwatch to time yourselves. Rehearsing your presentation several times will help the time management.

3) Your presentation has to be consistent with the Business Proposal that you submitted. Any inconsistencies between your written and presented proposals will surprise the instructors and could adversely affect your grade. You should, of course, add value to your presentation by explaining aspects better than they have been in the written proposal (which is the purpose of a presentation).

4) All members must present, i.e., everyone has to speak. How you want to divide the presentation among the group members is up to you. But be fair so that every member has enough ‘airtime’. Please bear in mind that 25% of the course grade is for the overall quality of the group presentation and 10% is for the quality of your individual presentation. This includes your ability to answer any questions the instructors or other students may ask you.

5) A Windows laptop and data projector will be available for your presentation. The room has audio capability if needed. If you plan to use PPT (it is expected you will), please bring your presentation on a USB stick. You may use your personal laptop to present. If that’s your plan, it’s your responsibility to check beforehand that your laptop works with the equipment in the room. To minimize switchover time between groups, please have everything ready to be set up as soon as the previous group is done.

6) The order of presentations will be decided using a draw at the beginning. Please come prepared to present, regardless of whether your group has to go first or last.

7) Everyone is required to stay for all the groups’ presentations. Do not plan to leave early.

8) Please organize your presentation so that it is very clear which aspects are on Entrepreneurship & Innovation, Sustainability, and International & Emerging Markets respectively (not necessarily in that order). As the three topics are weighted equally, budget about one-third of your presentation time on each.

9) Handouts of your slides are not necessary. Save trees!
It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading “Plagiarism and Cheating.” Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members must exercise extraordinary care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur on a group project, all group members will be held jointly accountable, no matter what their individual level of involvement in the specific violation.

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty involving a graduate student (i.e. MBA, MFin, MSc or PhD student) will be reported directly to the Dean of the Faculty of Graduate Studies.
Bruno Dyck  
Department of Business Administration  
I. H. Asper School of Business

Bruno is a Full Professor of Organization Theory, a born and raised Winnipegger who has his B.Comm. from the University of Manitoba and a Ph.D. in Business from the University of Alberta.

Bruno teaches in the Undergraduate, MBA and Ph.D. programs, including the course “Corporate Social and Environmental Responsibility” and “Seminar in Organization Theory.” Bruno has co-authored three textbooks, written so that each chapter describes and compares a “conventional” versus a “sustainable” approach to management theory and practice.

Bruno’s research looks at factors that help to explain and facilitate sustainability. He often focuses on how values influence management theory and practice, and examines key processes that explain how organizational change unfolds. He is also interested in how the moral-point-of-view that underpins conventional management theory and practice differs from the moral-point-of-view that underpins sustainable theory and practice. For more information on Bruno’s research and writing, feel free to visit his web-site at http://brunodyck.weebly.com

Mohammed Bhabha  
Sessional Instructor  
I. H. Asper School of Business

Mohammed received his B.A. in Economics and Political Science from York University in Toronto, Canada and earned a MBA in 1999 from the Asper School of Business, University of Manitoba, Canada.

Mohammed is an international business specialist with 27 years of experience who worked in strategy, business development and mergers & acquisitions in the areas of engineering consulting, mining & minerals, energy, infrastructure, and private sector development.

For almost 10 years, Mohammed drove the international growth of Tetra Tech (formerly Wardrop Engineering) into 5 countries in Latin America and established operations in Europe and Asia. He has driven acquisitions in Latin America from initial identification through to integration, and has championed the development of new lines of business to address critical issues in the Mining & Minerals industry.

Mohammed also worked for a provincial government trade agency where he worked with companies to identify new opportunities internationally. He was one of the first Private Sector Liaison Officers for the World Bank Group, where he promoted the projects and financial services of The World Bank Group and other international financial institutions to the private sector in Canada to grow trade and investment with developing countries. He has also worked with international companies and entrepreneurs to attract investment and new business ventures to Manitoba.
Mohammed is a founding member of the Energy Sector Alliance of Manitoba (ESAM), an alliance of companies focused on energy development around the world. He was President of ESAM until 2008, served as Director and continues as member of the Board of Directors.

Subbu Sivaramakrishnan
Department of Marketing
I.H. Asper School of Business

Subbu is an Associate Professor of Marketing and Associate Dean at the Asper School. He has a B.Sc. in Mathematics and an MBA from India, where he also worked as a management information analyst before getting a Ph.D. in Marketing from Penn State University. Prior to coming to Winnipeg, Subbu taught at the University of Arkansas at Pine Bluff.

At the Asper School, Subbu teaches at the Undergraduate, MBA, Ph.D. and Executive Education levels. Over the past year, he taught Contemporary Themes in Business (MBA), Marketing and Consumer Behavior (UG), and Branding (Exec Ed). Subbu has also taught courses in the US, Spain, Taiwan, Singapore, and India. He has co-authored four marketing textbooks, including Marketing Management, 14th Canadian edition (with Philip Kotler) and Marketing Research Essentials, 2nd Canadian Edition.


Besides academic work, Subbu has conducted marketing research studies for a number of organizations including the Canadian Museum for Human Rights, Labatt Breweries, MTS, MB Hydro, WAG, RWB, Investors Group, Manitoba Museum, Red River Ex, and UofM.

Subbu is married to a school teacher and has two kids.